



United States Agency for International Development

Results Review and FY 2002 Resources Request

**USAID/Mongolia
March 17, 2000**

* The attached results information is from the FY 2002 Results Review and Resource Request (R4) for Mongolia and was assembled and analyzed by USAID/Mongolia.

The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Mr. Edward Birgells, USAID/Mongolia Mission Director. Related document information can be obtained from:

USAID Development Experience Clearinghouse
1611 N. Kent St., Suite 200
Arlington, Va. 22209-2111
Telephone: (703) 351-4006 Ext. 106 -- Fax: (703) 351-4039
E-mail: docorder@dec.cdie.org
Internet: <http://www.dec.org>

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse
1611 N. Kent Street, Suite 200
Arlington, VA 22209-2111
Telephone: 703/351-4006 Ext. 106
Fax: 703/351-4039
Email: docorder@dec.cdie.org
Internet: <http://www.dec.org>

Released on or after Oct. 1, 2002

ACRONYMS AND OTHER TERMS

Aimag	Mongolian province
ACDI/VOCA	Agricultural Cooperative Development International/Volunteers Overseas Cooperative Assistance (USAID grantee)
ADB	Asian Development Bank
AED	Academy for Educational Development (USAID contractor)
CG	Consultative Group
DAI	Development Alternatives Inc. (USAID contractor)
DOI	U.S. Department of the Interior (USAID grantee)
ESAF	Enhanced Structural Adjustment Facility (now called the Poverty Reduction and Growth Facility or PRGF)
FSN	USAID foreign national employee
FtF	Farmer-to-Farmer (USAID activity)
FY	Fiscal year
GOM	Government of Mongolia
Great Hural	Mongolian National Parliament
GREGI	Gobi Regional Economic Growth Initiative (USAID activity)
GTN	Global Technology Network (USAID activity)
IMF	International Monetary Fund
IRI	International Republican Institute (USAID grantee)
MCI	Mercy Corps International (USAID grantee)
MP	Member of Parliament
MNDP	Mongolian National Democratic Party
MPRP	Mongolian Peoples Revolutionary Party
MVC	Most valuable (state-owned) company
NCSC	National Center for State Courts (USAID grantee)
NGO	Non-governmental organization
NREL	National Renewable Energy Laboratory
OYB	Operating year budget
RCSO	Rural Civil Society Organization
Soum	Mongolian county-level unit of government
SPC	State Property Committee
Tg.	Tugrik: Mongolian unit of currency (1100 = \$1.00 in February 2000)
US-AEP	U.S.-Asia Environmental Partnership (USAID office and activity manager)
USPSC	USAID U.S. personal service contractor

COVER MEMO

To: Robert Randolph, AA/ANE
From: Edward Birgells, Mission Director
Subject: Mongolia R-4 Cover Memo
Date: March 8, 2000

This memo addresses an extremely important issue not discussed in the main body of the R-4 that could have a profound impact on the management contract.

It is essential that the World Bank and/or the IMF take the leadership role in determining with the GOM the reform agenda in Mongolia. There are just too many donors with too many resources working on their own agendas, often cross purposes, for sustainable development to occur unless there is leadership from one or both of the multi-nationals. It is time for the donor community to put consistent pressure on the Mongolians to perform and to adopt meaningful reform measures. This currently is not the case. The Mongolians are getting contradictory advice and they are able to play donors off against each other. The result is that donor resources are being wasted.

In my estimation there are three "rogue" donors. The Japanese have used their considerable resources to thwart legitimate reform measures in the energy sector, privatization and the cashmere sectors for their own political and commercial purposes. In my opinion they are interested in keeping Mongolia the way it is, i.e. non-transparent and dependent upon Japanese resources so they can control the investment climate and policy agenda. All Japanese assistance in Mongolia is controlled through the Tokyo and the embassy.

Second, is the Asian Development Bank, which due to its non-presence management style often does more harm than good by not coordinating with other donors. It has very few successes in Mongolia. Its stance on the banking sector in 1996 was in many ways responsible for the current banking crisis, which USAID had to take a role in addressing. Its renovation of Power Plant III is a case study in mismanagement. Its current bid to undermine the World Bank Financial Sector Adjustment Credit is the latest in a series of actions aimed at achieving its own agenda, irrespective of the fact that the donors at the last Consultative Group meeting agreed that the World Bank should take the lead in financial sector reform.

Third, is GTZ and the German financial arm KfW. It appears to me that much of German assistance has been taken over by former East German commercial and political interests, who were extremely influential under the former regime. GTZ came into conflict recently with the World Bank and IMF over a proposed line of credit to the Agricultural Bank, which the Germans have been supporting since Soviet days. Last summer a senior official of GTZ from Bonn, provided misinformation to both the Ambassador and myself, in separate meetings regarding their future interests in the Agricultural Bank. It is my understanding from a recent discussion I had with the German ambassador that he has little control over the programs of the aid agencies. These are controlled from headquarters.

Both Japanese and the ADB bring large resources to Mongolia (German assistance is a little larger than ours) and both are willing to use their resources to get the Mongolians to do what they wish. USAID reform programs have little chance of success under these conditions unless the multi-nationals can agree to provide a leadership role in the reform agenda. The USG must be willing to back the IMF and the World Bank to the fullest until some discipline is established in donor relations in Mongolia.

The modest success USAID has had is attributable to a government that agrees to a reform agenda and the supportive partnerships we have established with the IMF and increasingly with the World Bank. The multi-national leadership role will be particularly important if non-reformist elements win the legislative elections in June. A non-reformist government will receive tremendous support from the Japanese and Germans and will have little incentive to address reform issues.

I urge Washington in discussions with the multi-nationals to stress the importance of their leadership role and attempt to get agreement to manage the reform agenda in Mongolia. Likewise, certain elements from the ADB are out of control in Mongolia and every effort should be made to get the ADB to work in cooperation with the World Bank in establishing a viable reform program for Mongolia.

PART I: PROGRAM OVERVIEW

Progress in Implementing the Mission's Strategic Plan. USAID is currently in the second year of a five-year strategy that is geared toward consolidating Mongolia's democratic transition and accelerating and broadening environmentally-sound private sector growth. These two broad program objectives are mutually reinforcing and strongly support the United States Government's over-arching goal of helping Mongolia transform itself into a bastion of market-oriented and democratic stability in Northeast Asia.

With critical inputs from USAID, Mongolia's reform government under the Democratic Union Coalition made some progress in its reform program during 1999, passing important pension legislation and beginning the restructuring of the financial sector. The failure of the third coalition government under Narantsatsralt in July 1999, along with deepening political fragmentation among the Mongolian National Democratic Party (MNDP), one of the two partners in the ruling coalition, can be blamed for delays in the passage of the electricity law and the privatization of Gobi Cashmere and NIC, the state oil distribution company. The political turmoil has provided the opposition Mongolian Peoples Revolutionary Party (MPRP) with the opportunity to stall the electricity legislation and the privatizations for political and ideological reasons. Parliament will meet once more in April before adjourning for legislative elections in June. Given the weakened state of the GOM, a compromise with the MPRP is unlikely. Riding on the legislation and privatization actions is IMF conditionality under the current ESAF agreement and the loss of funding and prestige that would result from failure to adhere to terms of the agreement.

Despite these serious internal political problems the basis for sound economic progress remains intact. Through sound macro-economic policies, Mongolia has weathered the worst of the Asian financial crisis, despite severe drops in the world prices of Mongolia's key exports: copper, cashmere and gold. Officially the economy grew at a 2.7% rate in 1999, continuing the positive growth trend begun in 1995. However, the 1999 rate is a 1% slowdown from the growth rates of the previous two years. This slowdown is a result of the continued impact of low commodity prices. The 1999 inflation rate was 10%, marking the second year in a row with moderate price increases, compared to hyper-inflationary rates before the Coalition came to power. Increased inflation was due to higher imported fuel prices and the 5% import tax mandated by the IMF.

Most impressive, and a direct result of the initial reforms undertaken by Prime Minister Enksaikhan under the first Coalition government, has been the growth of the private sector. The private sector share of gross domestic product (GDP) has grown from 57% in 1996 to 70% in 1998, and 72% in 1999. Private sector value-added grew by 12.7% in 1997, 15.0% in 1998 and 6% in 1999. In the four years since 1996, GDP has increased 13%, private sector GDP has increased by 48% and the public sector share has declined by 30%. Growth has not been confined to the livestock sector. There has been a dramatic structural shift in the industrial sector, which currently produces 22% of total value-added. Private sector industrial output grew by 27% in 1999, while state sector output declined by 23%. Private sector firms now produce 60% of industrial value-added, compared to 48% in 1998 and only 36% in 1996. There is a dynamic private sector filling the void created by the declining traditional large state industrial enterprises. A foundation has been created for strong growth in manufacturing in the coming years.

These numbers only reflect official statistics from the formal sector. A survey of 5,000 informal sector businesses conducted by the Economic Policy Support Project in November and December 1999 adds another dimension to the picture. Results from the survey will not be finalized until late March, but initial findings show that the sector contributed approximately \$112 million to the Mongolian economy in 1999, a figure that adds 13.4% to formal 1999 GDP figure of \$838 million. The survey documents the existence of a vibrant and growing sub-sector in trade, transport, and services and shows that pawnshops are the main commercial source of loans for individuals. This lends credence to the statement by many that the current state banking system is irrelevant to commercial growth. Growth of the informal sector has not been isolated to just Ulaanbaatar. Aimags close to large urban areas, close to transportation links and bordering China have seen significant and profitable informal sector growth, principally in retail activities.

Most Significant Program Achievements during the Last Year. The Mission's Economic Growth program achieved success in the reform of the financial sector, pension reform and sealed-bid privatization. Under our Democracy program, the first ever bi-partisan strategy for the reform of the judiciary was completed. These are discussed in detail in Part II. In addition, the following accomplishments deserve special mention:

Excellent relations have been developed with both the IMF and the World Bank in defining a reform agenda. USAID and the IMF have consulted with each other on conditionality and engage in frequent joint status reviews. Each regards the other as an important partner in their respective programs. Through the Economic Policy Support Project, USAID has helped the GOM to meet the terms of ESAF conditionality. USAID is also cooperating closely with the World Bank in the development of the proposed Financial Sector Adjustment Credit. The Mission's work in financial sector restructuring and in preparing the Trade and Development Bank for privatization has made USAID a vital part of the financial sector reform process. The World Bank and USAID have already had discussions on how best to cooperate if the Financial Sector Adjustment Credit is approved and goes forward. The Mission has put significant effort into developing a solid relationship with the Bank and the Fund. Cooperation is key, and USAID continues to urge both multi-nationals to take the lead in setting the reform agenda. Both have been reluctant to do so in the past, but have started to take a leadership role in current reform programs. USAID will continue to support Bank and IMF reforms and to urge other donors to participate in these efforts.

USAID also took a strong role in advocating for closer donor coordination and more GOM control of donor programs at the last Consultative Group (CG) meetings in June 1999. As a result of the CG position, the GOM has installed a debt management system with U.S. Treasury assistance. The Ministry of External Relations has also started periodic meetings and reviews of donor programs in the governance sector. The Bank of Mongolia has taken a similar role with the financial sector.

USAID has succeeded in getting the GOM and the Embassy to support USAID rural development programs with local currencies generated under U.S. Government wheat programs. To date, the local currency equivalent of over \$900,000 has been made available for on-lending, veterinary improvement and cashmere goat breeding programs. In addition, USAID and the Embassy have been tracking the impact of drought and winter snows on herders since

November. Since then the Embassy has provided the local currency equivalent of over \$135,000 for humanitarian assistance to assist at risk herders. The USG's response was the first of any donor to the disaster.

Most Significant Country Factors Influencing Rate of Program Achievement. One political and two institutional factors are having a profound impact on program achievement. First, four Coalition governments in the past four years and the factionalism among Coalition political parties have created a decidedly unstable political situation. The opposition has used this to their advantage and has succeeded in stalling vital reform programs by walking out of Parliamentary sessions whenever reform legislation is introduced. Second, the make-up of most ministries and public sector organizations has not changed much since Soviet days. They are weak, protectionist, and controlling. Many key officials do not understand the relevance of reform or have a vested interest in keeping the status quo. Public sector reorganization has started with assistance from the ADB, but reform will be a long, tedious and highly political. Third, is the weak human resource base. A significant number of Mongolians, while appreciating what democracy and growth have provided, are still tied to Soviet ways of thinking. This transformation will also take time, but every effort must be made through, public information and formal and informal education to accelerate the transformation of people's thinking.

Fortunately, key elements in the GOM are committed to reform as the only way to develop democratically and economically. Reform must continue. If it does not, Mongolia, like many countries that have "tinkered" with reform, will stagnate and probably regress. Mongolia will become a perpetual aid recipient country, requiring, as it currently does large amounts of donor assistance to keep its economy functioning. Many feel, Mongolia can become economically independent of massive donor assistance in the next decade if it continues to undertake the basic steps to modernize. This will entail legislative reform, as well as the development of human and institutional capacity to implement reform.

Overall Prospects of Progress through the Budget Request Year. The key to continued progress lies in the results of next June's legislative elections, which are uncertain at this time. The ruling Coalition government can run on a platform of achievement in the economic arena, which is richly deserved. However, they must convince voters that they have addressed corruption allegations and that they can improve on the administration of the government. The opposition MPRP appears to be running on a ticket of bringing back the past. They do, however, have a strong organization and support among the elderly, youth and in rural areas. Nonetheless, the MPRP is also prone to factionalism and its success may lie in how well it can accommodate the factionalism. USAID and the Embassy intend to review the programs of the new government very carefully and will make recommendations to Washington on the prospects for continued progress and continued USAID assistance.

Program Linkages to U.S. National Interests in Mongolia. USAID's efforts to support Mongolia's ongoing economic and political transition address U.S. national interests of promoting economic prosperity and broad-based growth, as well as democracy and the rule of law. These two strategic objectives are mutually reinforcing and strongly support the U.S. Government's goal of helping Mongolia transform itself into a bastion of market-oriented and democratic stability in Northeast Asia. USAID's dual objectives of accelerating and broadening, environmentally sound, private sector growth and consolidating Mongolia's democratic

transition directly support the Embassy's MPP objectives. Economic growth is essential for the future development of Mongolia's democracy. Growth will lead to increased U.S. imports and investments and enhance Mongolia's status in regional economic and political affairs. These are all key MPP objectives.

PART II: RESULTS REVIEW BY STRATEGIC OBJECTIVE

OPERATING UNIT NAME: USAID/Mongolia

SO NAME: Accelerate and Broaden Environmentally Sound Private Sector Growth

SO NUMBER: 438-001-01

OPERATING UNIT SELF-ASSESSMENT. SO is progressing. Parliamentary impasse has caused delays in some reform measures, which may impact on results.

SUMMARY. USAID/Mongolia's economic growth strategic objective addresses the following Agency objective: "broad-based economic growth and agricultural development encouraged" and the achievement of following Mission Performance Plan objective: "accelerated and broadened, environmentally sound, private sector growth essential to Mongolia's stability, modernization and democratic progress."

KEY RESULTS. Four Intermediate Results (IR) demonstrate the achievement of this SO.

IR 1 Results: Transferring Public Productive Assets to Private Ownership. USAID assistance to the Mongolian State Property Committee has three distinct components: **First, support for sealed bid auctions of smaller public enterprises.** The sealed bid auction activity has been highly successful. In 1999 USAID, through the Barents Group, succeeded in revising the sealed bid auction process to increase its speed, transparency and revenue-raising capability. Under the old system the winning bid was, on average, only 0.2% above the minimum asking price. Under the new system winning bids have averaged 24.8% above the minimum asking price. A total of 41 state-owned firms were sold off between September 1998 and December 1999 with the sales realizing \$12.5 million. **Second, support in developing international tenders for larger companies.** International tenders for three state-owned enterprises have been completed. The Cabinet has approved two of these companies for sale, Gobi Cashmere and NIC, the State oil importing company, and has submitted them to Parliament for approval. In addition, the Cabinet expects to approve the sale of Trade and Development Bank, the largest bank in Mongolia, by the end of March. **Third, educating the general public about the privatization process.** Privatization advocacy efforts have sought to inform and educate the general public about the privatization process. The effort includes the press, radio and television. These efforts have played a significant role in helping to shape public opinion about privatization. Barents is now undertaking a survey of public opinion on privatization that will be finalized by June. This data will be compared to benchmark data that were collected in early 1999. Media "sweep" information gathered during the year indicates that the campaign is reaching and retaining desired audiences.

IR 2 Results: Increasing the Efficiency of Financial Markets. USAID, through DAI, provided resources to assist the Bank of Mongolia in implementing an IMF approved bank restructuring plan. This led to the liquidation of two large, but insolvent banks: the ITI Bank and the Reconstruction Bank. The closure of these two banks is having a dramatic positive impact on the financial health of the Mongolian banking system, increasing the capital/asset ratio of the banking sector from 2.2% to 10.9%. In addition to, laying the foundation for the reform of the sector under a proposed World Bank program.

IR 3 Results: Improving the Business Environment. USAID is pursuing a number of initiatives in support of this IR.

New Legislation and Institutional Reform: DAI played a key role in assisting with the drafting of new legislation to commercialize the energy sector, which will allow the unbundling of electricity generation, transmission and distribution services, and establish an independent regulatory agency. Parliament has not approved this legislation and USAID has suspended all work in the sector until the legislation is passed. In June 1999 Parliament passed pension reform legislation, developed with the assistance of DAI, which is expected to lead to the gradual introduction of defined contribution pension accounts. DAI will continue to work with the GOM in 2000 to help prepare the new system for implementation. The ADB is considering further support for the development of voluntary pensions and building the capacity of the GOM to implement the system.

Rural Development. In February 1999, USAID initiated the Gobi Regional Growth Initiative (GREGI) through a grant to Mercy Corps International (MCI). Initially focused on two Gobi aimags, it expanded operations to two additional aimags late in 1999. In less than a year GREGI has begun to achieve results in fostering business development, restructuring the cashmere sector and increasing the availability of rural credit. **Business development training** modules have been developed that have proven popular among rural business people. Companies and entrepreneurs are charged TG 15,000 for training session. All training sessions have been over subscribed. **Cashmere** is of enormous importance to the Gobi region. GREGI undertook a study that provided options for the development of the sector. This was in response to demands from government, processors and herders who are at odds on the best ways to foster growth of the sector. This study helped to curb arguments by many processors on the virtues of banning sales of raw cashmere to China. In 2000 GREGI will sponsor a "Cashmere Summit" that will bring together, for the first time, processors, herders and government to explore ways of making the Mongolian cashmere industry more competitive. A multi-year action plan may result from the workshop. MCI and ACDI/VOCA, under the USAID sponsored Farmer to Farmer Program, are working with herders in cashmere breed improvement and veterinary training. **Rural Credit** is being expanded through the development of an on-lending facility to provide market-based small and medium loans to rural areas. The facility received its operating license from the Bank of Mongolia in February 2000. It has an initial capitalization of TG 700 million and expects to make slightly over 100 loans in its first year of operations.

Improving Productivity and Exports: A key to Mongolia's growth is increasing non-traditional exports. However, with less than ten years of free-market experience, Mongolia has little experience on how to accomplish this objective. In response, USAID began a six-month program in January 2000 to: 1) instruct Mongolians on the principles of competitive analysis; 2) establish benchmark data that will help Mongolians to rank their country against others vis-a-vis key competitiveness indicators; 3) create Mongolian-specific case studies to illustrate successful competitive behavior or pinpoint obstacles and constraints; 4) work with business leaders from garment, cashmere, meat, information technology and tourism industries to apply competitiveness tools and focus attention on key priorities for government and private sector action. Over six hundred influential Mongolians from government, private sector and academia are participating in the process. USAID hopes to

assist in developing a national action plan for competitiveness in the fall, once a new government is in place.

The Global Bureau's Global Technology Network (GTN) which develops business linkages between U.S. and Mongolian firms has been active for two years. GTN efforts have fallen short of expectations with only three relatively modest linkages established in 1999. In January 2000, through its relationship with the International Executive Service Corps (IESC), GTN sponsored Mongol Construct 2000, a trade mission to the United States for construction firms. The purpose of the mission was to learn about advanced construction techniques and develop linkages with U.S. firms. In 2000 IESC will expand its assistance to a select group of garment manufacturers, who are attempting to establish non-traditional markets.

IR 4 Results: Improving the Management of the Natural Resource Base. In 1999 USAID began providing support to the U.S. Department of the Interior and the Philadelphia Academy of Sciences to develop the Lake Hovsgol region into an effective protected area. Activities during 1999 included: 1) improvement of the Park's water quality monitoring program; 2) new computerized land use maps, 3) assistance to improve fee collection; 4) improvement of roads and bridges; 5) development of a radio network for park rangers; and 6) training of park staff. Second year activities will include the renovation of the park's visitor center and development and implementation of a new land use plan.

ACDI/VOCA began extensive training in conservation tillage in crop areas. However, due to the combination of late applications of pesticide and widespread drought in the test area, last year's demonstration experiments failed. ACDI/VOCA will attempt similar demonstrations again this year and if successful, will produce a manual detailing the use and methodology of "no-till." It is doubtful that USAID will fund further work in the crop sector because the problems are more comprehensive than just the adaptation of technology. Furthermore TACIS has begun a comprehensive program aimed at addressing major issues in the sector.

GREGI and ACDI/VOCA activities to improve cashmere herds will foster increased commercialization in the sector. Improved commercialization will impact on range conservation by encouraging herders to raise goats for quality instead of quantity.

SO Performance Table Results. As part of its Management Contract, USAID/Mongolia completed a new Performance Monitoring Plan (PMP) in July 1999. (The PMP and all performance tables are included in Annex V.)

Table 1, "private sector growth rate" indicates the solid growth that is resulting from the GOM's reform program, and is a key indicator of the overall impact of the USAID program. Table 2 presents baseline information on the: "number of businesses with permits or licenses in selected rural aimags, disaggregated by gender." This will be a key indicator to measure the progress of GREGI over time.

Table 3 reports on the Barents privatization activities: "number of most valued companies (MVCs) privatized by tender." This indicator will be key in determining the future course of privatization in Mongolia. Table 4, "steps taken toward strengthening the banking sector," shows results in keeping with the targets set for 1999. Further assistance to the Agriculture Bank and banking sector will be

undertaken under the proposed World Bank Financial Sector Adjustment Credit. USAID and the Bank are currently discussing USAID's possible role once the Bank and the GOM approve the Credit.

PERFORMANCE AND PROSPECTS. USAID has had success with its financial sector restructuring and pension reform programs, as well as assisting the GOM to revise its sealed-bid auction system and substantially increase revenues. A new significant rural development initiative was started, which early indications suggest will have a significant impact on fostering rural economic growth over the next few years. Inroads have been made in focusing Mongolian attention on what it needs to do to become more competitive in international markets and enter the global economy. Hopefully, this initial analysis will lead to a broad consensus and agreement on further sustained macro/micro reform efforts. USAID cannot yet claim progress in its energy reform efforts and political agreement is still lacking on the decision sell Gobi Cashmere and NIC by international tender.

If accommodation can be reached on passage of the Energy Law and privatization, USAID will consider further restructuring and policy work in the energy sector, as well as support for an independent regulatory authority. Efforts to market Gobi Cashmere and NIC to domestic and international buyers will also be undertaken. If the privatization actions are not approved, the Barents' activity will be cut back or possibly terminated. USAID plans to continue financial sector reform support under the World Bank's proposed Financial Sector Adjustment Credit. The Bank has requested that USAID consider providing support to human resources in the financial sector and supporting the development of financial infrastructure. DAI is assisting the Bank of Mongolia in developing an action plan for this component as part of the initial conditions for the Credit. Further macroeconomic reform support is also anticipated under DAI. The Mission expects further progress with the Gobi Initiative, with all key programs in place by mid-2001. USAID will review the ACDI/VOCA and GTN programs in 2000 and modify or possibly terminate one or both programs in 2001 unless results are forthcoming. In addition, the Mission plans to assist in implementing a competitiveness program if agreement is reached on a suitable action plan in the fall of 2000. The Lake Hovsgol activity may be continued if the second year program achieves the results anticipated. Finally, the Congress has earmarked \$750,000 for Child Survival activities in Mongolia. USAID will develop a SpO in 2000 for this activity. Finally, through US-AEP, USAID will begin a Resource Cities Program, linking Ulaanbaatar with a U.S. city to address urban planning and land use issues.

POSSIBLE ADJUSTMENTS TO PLANS. The Mission sees little change in its economic reform program if a Coalition government remains in power. It is uncertain what would happen if the opposition Mongolian People Revolutionary Party comes to power. However, USAID sees few problems with continuing the rural development programs and environment programs regardless of the composition of the new government. By the time of the next Consultative Group meetings, set for January, 2001 in Paris, the Mission will have a good sense of the policies of the new government.

OTHER DONOR PROGRAMS: The International Monetary Fund, the World Bank, the Asian Development Bank, GTZ, UNDP and the Japan International Cooperation Agency provide

technical assistance in the fields of economic policy and public administration. The Netherlands, GTZ and UNDP have active environmental programs.

PRINCIPAL CONTRACTORS AND GRANTEES: Implementing partners include: Development Alternatives Incorporated, Academy for Educational Development, Barents Group, Mercy Corps International, USAID Global Technology Network, U.S. Department of Interior, Philadelphia Academy of Sciences, J.E. Austin Associates and Agriculture Cooperation Development International/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA).

OPERATING UNIT NAME: USAID/Mongolia
SO NAME: Consolidate Mongolia's Democratic Transition.
SO NUMBER: 438-002-01

OPERATING UNIT SELF ASSESSMENT. This activity is on-track.

SUMMARY. USAID/Mongolia's democracy strategic objective is primarily linked to the achievement of the following Agency objective: "democracy and good governance strengthened" and the achievement of the following Mission Performance Plan objective: "Foster the development of strong institutions that support a stable democracy and economic growth. Promote an independent judiciary and participatory civil society, including independent non-governmental organizations in rural areas."

KEY RESULTS. Two Intermediate Results (IR) demonstrate the achievement of the SO.

IR 1 Results: Establishing the Foundations for Effective Rural Civil Society. One of the principal objectives of the Gobi Regional Growth Initiative (GREGI) is to promote civil society. GREGI is currently working with thirteen national and local organizations to achieve this goal. One of the key areas has been in developing information systems. These efforts have resulted in a significant increase in the number of people and groups planning concrete steps to improve the capacity of existing rural information systems. Moreover, activities have resulted in the evolution of an alliance of local, national and international organizations whose synergy has resulted in addressing the information needs beyond the scope of the Gobi Initiative. (An example is the Soros Foundation's decision to establish a public access Internet center in South Gobi and to direct many of their media development program resources to supporting Gobi regional public radio.)

In an effort to strengthen civil society and democratic processes in rural Mongolia and to foster economic growth GREGI launched a news magazine and radio program in 1999. Three issues of the *Gobi Business News* were published with 10,000 copies per issue being distributed. Consistently positive feedback has been received from high-level Mongolians, herders and local officials. In October the *Gobi Business News* radio program began broadcasting. The program includes "Market Watch," which reports on selected commodity prices from markets in Ulaanbaatar and the Gobi, and "Weather Watch," which delivers three-day weather forecasts for the Gobi and Ulaanbaatar regions. Surveys were used to develop the content of the magazine and radio programs. Hence, they deliver the kind of information that herders and rural businesspeople want and need. GREGI is the only activity providing this type of information to rural Mongolia. The demand for the information has been so strong that GREGI will attempt to expand "Market Watch" and "Weather Watch" to all aimags.

GREGI has also developed a series of "Economic Action Plans" to promote development and improve communication between local government and the NGO community in the Gobi region. Thirty-nine Mongolians have been trained in "Techniques of Participation" methodology, a widely respected means of bringing together communities to make decisions. Various follow-up actions to the workshops are proceeding. For example, government and NGOs are working together to improve vocational training in Middle Gobi. In addition, the GOM and the Embassy have agreed to utilize proceeds from Food for Progress wheat sales for road projects, based on proposals developed as part of the Economic Action Plans. In addition, GREGI has pilot tested training methods to

upgrade skills of local governance organizations, herders associations and cooperatives. Under the Farmer to Farmer program, ACDI/VOCA is working to strengthen the Foundation for Agricultural Development and the Mongolian Veterinary Association, two newly formed groups that support farmers in the crop sector and private veterinarians, respectively.

IR 2 Results: Improving the Effectiveness of Parliament and the Judiciary.

Parliament. In 1999 the International Republican Institute worked with MPs on procedures and legislation related to parliamentary ethics, corruption, a new political party law and a new election law. One of its most important contributions last year was facilitating passage of a constitutional amendment that will reduce the size of the quorum needed in Parliament from two-thirds to a simple majority. When it takes effect this new law will reduce the ability of a minority to obstruct the operations of Parliament. IRI is also engaged in efforts to increase the number of public meetings (e.g. public hearings, public meetings with constituents, press conferences, etc.) held by Parliament and by MPs. In 1999 a total of 1085 such meetings were held by the 76 MPs. IRI is also working to strengthen Mongolia's three major political parties by improving their internal democracy and operational effectiveness. A panel of experts evaluates the parties, using a scale that measures such things as internal party elections, local autonomy, adherence to clear by-laws, fund raising capacity, and the development of an issues-oriented party platform. The overall scale for the three parties in 1999 was 33 on a 0 to 50 scale (35 for the MPRP, 32 for the MNDP and 32 for the MSDP).

Judicial Reform. Despite considerable assistance from donors, the judiciary is still held in consistently low esteem by the public. Reform of the judiciary is mandatory for democracy to survive and for a market economy to grow. To attempt to address the issues confronting the judiciary, USAID has been working with the legal and judicial community to put together a strategic plan for the long-term development and reform of the judiciary. The GOM established a bi-partisan advisory group to develop the strategy. USAID has provided advisory assistance to the group through the National Center for State Courts. The effort has been successful. The advisory group approved the strategy in February 2000. A four-year action plan for implementing the strategy will be completed in March. The Mission expects the GOM to approve the strategy and action plan and send it for Parliament approval in April. The Minister of Justice is extremely optimistic about passage of the strategy. This new strategy represents the first time that the GOM has agreed to adopt a bi-partisan strategic approach to sectoral reform issues, instead of just reacting to the interests of individual donors or Mongolian interest groups.

The strategy includes a proposed series of tasks designed to: 1) strengthen the independence of the judiciary; 2) improve the ability of the judiciary to use public resources efficiently; 3) enhance the ability of the justice system respond to the changing needs of society in a timely manner; 4) strengthen the fairness and accessibility of the judiciary; and 5) improve the consistency and effectiveness of the judiciary. If the strategy is approved by Parliament USAID will develop a multi-year program of support.

SO Performance Table Results. As part of its Management Contract, USAID/Mongolia completed a new Performance Monitoring Plan (PMP) in July 1999. The PMP and all performance tables are included in Annex V.

Table 5 provides baseline data on: “rural civil society organizations perceptions of meaningful engagement with parliament and government.” Progress will be slow, but achieving planned targets by 2003 will be a key indicator of USAID’s success in the Gobi. Table 6, “free and fair parliamentary and presidential elections,” will track Parliamentary election results in 2000 and presidential results in 2001. Table 7 provides baseline data on the “number of aimags and soums that demonstrate improvement in the identification and implementation on joint local government/NGO action,” a key measure of the success of community action plan implementation. Table 8, “steps taken toward establishment of an independent judiciary,” shows that 1999 targets have been met. Additional indicators will be developed once USAID’s long-term judicial reform program has been developed.

PERFORMANCE AND PROSPECTS: USAID/Mongolia's democracy program is on schedule and is beginning to show results. Prospects for continued progress remain bright. Key rural development programs have begun working with NGOs, local governments and communities to address problems in a participatory fashion. The Mission is exceptionally pleased with the work on the part of the GOM on the judicial reform strategy, and look forward to assisting in its implementation. IRI's assistance is playing a vital role in the preparations for the major political parties for the upcoming June elections and has had an impact on opening the Parliamentary process to constituencies.

IRI has informally notified USAID that they intend to end their Mongolian support at the end of 2000. If IRI adheres to this decision we do not expect to continue with a similar type program. Building constituency relationships has been important, but resources should now be provided for improving the capacity of the Parliament as a legislative body. The UNDP, with Canadian funding is planning on a program of Parliamentary strengthening. USAID will continue with civil society development, under the Gobi Initiative and judicial reform. USAID plans to develop a four year judicial reform program in March. The Mission plans on submitting the program to Washington for approval in May, if the strategy is approved by Parliament. We would expect to start implementation early in FY2001, with a contractor selected, under a limited competition, from the Global Bureau's Rule of Law Project.

POSSIBLE ADJUSTMENTS TO PLANS: None.

OTHER DONOR PROGRAMS: The ADB and the Soros Foundation are engaged in efforts to improve the quality of legal professionals and the judiciary. Germany's GTZ is supporting the training of judges. The EU and UNDP are active in strengthening NGOs and the EU, GTZ and UNDP have active programs in rural areas. UNDP is also considering assistance to the Parliament.

PRINCIPAL CONTRACTORS AND GRANTEES: USAID implements this activity through the following partners: The International Republican Institute, the National Center for State Courts, Mercy Corps International, and ACDI/VOCA.

Performance Data Table 1

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Accelerated private sector growth.			
Indicator: Private sector growth rate (in constant prices).			
Unit of Measure: Percentage growth.	Year	Planned	Actual
Source: Mongolia State Statistical Office.	1999	15%	6%
Indicator/Description: The rate of growth of the private sector measured in constant dollars.	2000	20%	
	2001	25%	
	2002	30%	
Comments: The actual figure for 1999 only takes into account private sector growth in the formal sector. Data on the size of the informal sector is just being established this year. Baseline information for 1999 indicates that the informal sector contributed \$112 million to the Mongolian economy in 1999, the equivalent of 3.4% of GDP. USAID will continue to undertake periodic surveys to measure informal sector growth in the future.			

Performance Data Table 2

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Increased economic activity in Gobi Region			
Indicator: Number of businesses with permits or licenses in selected rural aimags disaggregated by gender of business owner. (Total/female owned)			
Unit of Measure: Number of businesses.	Year	Planned	Actual
Source: Mongolia State Statistical Office.	1999	N/A	462/75
Indicator/Description: The number of businesses entering the formal sector as indicated by the granting of permits to micro- and small enterprises and the granting of licenses to medium and large-scale businesses. Indicator data is reported cumulatively. Figures presented are total/women owned businesses.	2000	550/95	
	2001	690/125	
	2002	750/150	
Comments: Data for 1999-2002 covers South Gobi and Middle Gobi aimags (provinces).			

Performance Data Table 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Largest, most important state-owned enterprises privatized.			
Indicator: Number of most valued companies (MVCs) privatized by international tender.			
Unit of Measure: Number of MVCs.	Year	Planned	Actual
Source: Mongolian State Property Committee	1999	3	0
Indicator/Description: Most valued companies are a subset of state-owned companies. An MVC is a company more than 50% owned by the state that has the scale and potential to interest a foreign strategic investor.	2000	8	
	2001	10	
	2002	10	
Comments:			

Performance Data Table 4

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Stronger Mongolian banking sector.			
Indicator: Steps taken toward strengthening the banking sector.			
Unit of Measure: Number of steps.	Year	Planned	Actual
Source: Central Bank	1999	Steps 2&3	Steps 2&3
Indicator/Description: Steps to strengthen the sector include: 1) rehabilitation or liquidation (R or L) of the Agricultural Bank; 2) R or L of the Investment and Technical Innovation Bank; 3) R or L of the Reconstruction Bank.	2000	Step 1	
Comments:			

Performance Data Table 5

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Mongolia's democratic transition consolidated.			
Indicator: Rural civil society organizations (RCSOs) perceptions of meaningful engagement with parliament and government.			
Unit of Measure: Scale of 1-5: 1=no responsiveness; 2=very limited response; 3=some two-way discussion; 4=substantive two-way interchange; 5=government seriously considers RCSOs in decision making.	Year	Planned	Actual
	1999	N/A	1.0
	2000	1.5	
	2001	2.5	
	2002	3.0	
Source: Mercy Corps and partners in cooperation with RCSOs.	2003	4.5	
Indicator/Description: RCSOs refer to organizations with which USAID is working, have a rural focus, significant rural membership and have attempted to engage parliament and government in advocacy on issues of significance to their members. Each RCSO will be asked only about their own experiences. See scale above.			
Comments:			

Performance Data Table 6

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Mongolia's democratic transtition consolidated.			
Indicator: National elections (parliamentary and presidential) are fair and free and provide meaningful choice to voters.			
Unit of Measure: Yes/No	Year	Planned	Actual
Source: IRI and the Mongolian central election commission.	1999	N/A	N/A
	2000	YES	
Indicator/Description: "Fair and free" is broadly understood terminology that incorporates key principles including political parties are free to participate without hinderance from the state; that no party makes unfair use of the state appartus and that parties provide meaningful choice to voters through offering clear issue-oriented policy platforms.	2001	YES	
	2002	N/A	
Comments: Mongolia has a parliamentary election scheduled for June 2000 and a presidential election scheduled for June 2001.			

Performance Data Table 7

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Establish the foundation of an effective rural civil society.			
Indicator: Number of aimags and soums that demonstrate improvement in the identification and implementation on joint local government/RCSO action plans.			
Unit of Measure: Number of aimags and soums.	Year	Planned	Actual
Source: Mercy Corps and partners.	1999	0 Aimags & Soms	3 Aimags & 4 Soms
Indicator/Description: "Demonstrated improvement" is measured by the following steps taken: 1) meetings of interested local actors determine action plan; 2) public and stakeholder education in support of the plan; 3) an action plan decided by a process of consensus; 4) allocation of responsibilities to subcommittees for aspects of the plan; 5) implementation of the plans; and 6) usage of the facility or services envisioned in the plan.	2000	3 Aimags & 8 Soms	
	2001	4 Aimags & 16 Soms	
	2002	6 Aimags & 32 Soms	
	2003	6 Aimags & 45 Soms	
Comments:			

Performance Data Table 8

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Effectiveness of Parliament, political parties and the judiciary improved.			
Indicator: Steps taken toward the establishment of an independent judiciary.			
Unit of Measure: Steps taken.	Year	Planned	Actual
Source: Information will be derived from interviews with those associated with the USAID reform initiative and with other judges and lawyers as well as by reference to relevant documents.	1999	Step 1	Step 1
	2000	Steps 2, 3 & 4	
	2001	To be developed.	
Indicator/Description: Steps include: 1) national conference on the independence of the judiciary; 2) strategic plan drawn up; 3) allocation of responsibilities to subcommittees; 4) action plans (including priorities) designed by subcommittees. Step 5 program results and related targets will be developed by Fall 2000.	2002		
Comments:			

PART III: RESOURCE REQUEST

Rationale for Program Resource Levels and SO Allocations. Resource levels should respond to the willingness and ability of the GOM to undertake meaningful reform. Past levels of approximately \$12 million have enabled USAID to be one of the principal reform donors in Mongolia. The progress on democratic and economic reform and the commitment of the current Mongolian government to reform has resulted in the effective use of U.S. assistance. If the next government continues with similar goals and objectives, USAID strongly advises that a level of \$12 million be continued through the rest of the strategy period. This will allow a full range of options for our existing and planned programs. Funding for the Economic Growth SO will be at a level of \$9,250,000 in FY 2000 and will rise to \$9,625,000 in FY 2001 and 2002. Funding for the Democracy SO will be at a level of 1,360,000 in FY 2000 and then rise to \$2,000,000 for FY 2001-2002. Congress has earmarked \$750,000 for a new Child Survival SpO in 2000. USAID suggests that in future years this be lowered to a more modest level of \$370,000.

Both USAID and the Embassy feel that continued commitment to economic and democratic reform are essential ingredients to maintaining this level of USAID assistance. The June 2000 elections and their immediate aftermath will be an important watershed. The Embassy and USAID intend to jointly review and analyze the platform of the winning party or coalition and determine what the new government's platform is likely to mean in terms of economic and democratic reform. Congressional and State Department interests in supporting the reform program of the Coalition government have driven the USAID/Mongolia program. USAID believes that the future of the program will be driven by similar interests in any new government and this will be factor that drives future USAID budgets in Mongolia.

Impact of Performance on the Resource Request. USAID/Mongolia is committed to taking performance into account in its resource requests. We consider overall progress good towards meeting the Mission's Economic Growth and Democracy Strategic Objectives. USAID suspended energy sector assistance when it was determined that resources were not being used effectively by the Ministry of Infrastructure Development and that political will appeared to be lacking for the passage key legislation. Similar decisions may be made regarding privatization assistance, as well as other activities that do not perform up to expected results. Funds will be allocated to other activities or deferred for utilization in future years, therefore resulting in lower resource requests in later years.

Relationship of Program Request to OE and Staffing Requirements. USAID/Mongolia's OE budget is probably one of the lowest in the ANE/Bureau in relation to its program budget. OE expenditures in FY 1999 were \$304,000, after spiking the two previous years in order to reestablish the USAID Mission. We expect OE expenditures in the next few years to remain at about \$315,000-\$340,000. We do not anticipate major purchases of vehicles and equipment. The Mission's USDH staff is composed solely of a Mission Director. He is supported by a program-funded USPSC, working out of Manila and six FSNs in Ulaanbaatar, four of whom are program funded. This staffing level is adequate. However, one additional FSN may be recruited for the judicial reform program if it is determined specific expertise is needed to monitor the program. USAID/Mongolia relies on backstopping from USAID/Manila and USAID/Washington. Manila's backstopping includes financial office, program office, contracting, legal and EXO

support. The USPSC working out of Manila provides general program support and helps to coordinate the efforts of other Manila support staff. USAID/Washington staff from both the Global and Asia/Near East Bureaus assist the Mission with technical support. Technical support has covered the energy sector, democracy and economic growth. ICASS budgets have increased significantly over the past two years reflecting growth of the Embassy and increases in FSN staff. The above suggests that there is not much room for OE savings if program budget levels are cut and the Agency still wants a USDH presence in Mongolia.

Discussion of Resource Request Tables. USAID/Mongolia's spending plan closely follows the resource request presented in its Country Strategic Plan. The discussion below briefly reviews the contents of each of the seven resource request tables.

Global Bureau Field Support Table. Global Bureau buy-ins will be at a level of \$4,850,000 in FY 2001 (\$4,000,000 obligated by the Mission and \$850,000 obligated by the G Bureau) and \$4,000,000 in FY 2002 (all obligated by the Mission).

Budget Request Table. USAID/Mongolia is requesting OYB funding of \$12 million per year in FY 2000-2002. Over this period funding will amount to \$29.140 million for the Economic Growth SO, \$5.360 million for the Democracy SO and \$1.5 million for a new Child Survival SpO. The Mission estimates that about 12.5% of the OYB resources will be devoted to rural Mongolia through GREGI, ACDI/VOCA, the legal reform program and the Lake Hovsgol activity.

Workforce Table. For FY 2000-2002 the USAID/Mongolia is expected to remain composed of 1 USDH, 2 OE funded FSNs, 4 program funded FSNs and 1 program funded USPSC. (To avoid double counting, the USPSC in Manila appears on the Mongolia table but not on the Manila table.)

USDH Staffing Requirements Table. For FY 2000-2003 USAID/Mongolia USDH staffing is expected to consist of one individual from the Senior Management Group.

Operating Expense Table. Requested OE levels are \$316,600 in FY 2000, and \$320,000 in FY 2001 and 340,000 in FY 2002. The USAID/Mongolia increases in 2002 are largely attributable to the anticipated change in Mission Directors during that year.

Trust Fund and FSN Voluntary Separation Payment Table. Deposits to the Foreign National Voluntary Separation Account will increase from \$2,000 to \$10,300 between FY 2000 and FY 2002. USAID/Mongolia has no local currency trust funds. .

Controller Operations Table. USAID/Mongolia's controller operations are handled by USAID/Manila and in keeping with USAID/Washington guidance, this table is not submitted.

Capital Investment Fund Table. USAID/Mongolia's capital investment needs have been satisfied through prior expenditures. For FY 2000-2002 USAID/Mongolia does not expect to make any major capital investments valued at more \$10,000 annually.

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO1 Economic Growth 438-001-01	Sup. for Econ. Gro. and Inst. Ref. (SEGIR) PCE-I-800-97-00037	High	4 Years	\$2,000,000		\$2,000,000	
SO1 Economic Growth 438-001-01	Country Competitiveness Exercise DO#PCE-I-00-98-805-00016	High	2 Years	\$1,000,000		\$1,000,000	
SO1 Economic Growth 438-001-01	Global Technology Network 940-0102	High	3 Years		\$500,000		
SO1 Economic Growth 438-001-01	Partnership for Biodiversity 936-5517	High	3 Years		\$350,000		
SO2 Democracy 438-002-01	Judicial Reform - Projected new activity	High	3 Years	\$1,000,000		\$1,000,000	
GRAND TOTAL.....				\$4,000,000	\$850,000	\$4,000,000	

* For Priorities use high, medium-high, medium, medium-low, low

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Mongolia
 Approp: FSA
 Scenario:

S.O. # , Title															
FY 2001 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2001
SO 1: Accelerate and Broaden Environmentally Sound Private Sector Growth															
	Bilateral	0		0				0						2,653	0
	Field Spt													850	0
		0	0	0	0	0	0	0	0	0	0	0	0	3,503	0
SO 2: Consolidate Mongolia's Democratic Transition															
	Bilateral	0											0	490	0
	Field Spt												0	660	0
		0	0	0	0	0	0	0	0	0	0	0	0	1,150	0
SPO 1: Child Survival															
	Bilateral	0													0
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	3,143	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	1,510	0
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	4,653	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000 Program/Country: Mongolia
 Approp: DA
 Scenario:

S.O. # , Title		FY 2000 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2000
	Bilateral/Field Spt	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Accelerate and Broaden Environmentally Sound Private Sector Growth															
	Bilateral							0						67	0
	Field Spt													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	67	0
SO 2: Consolidate Mongolia's Democratic Transition															
	Bilateral													1,250	0
	Field Spt													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	1,250	0
SO 3:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	1,317	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	1,317	0

FY 2000 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	0
Dev. Assist ICASS	
Dev. Assist Total:	0
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Mongolia

Approp: ESF

Scenario:

S.O. # , Title															
FY 2001 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2001
SO 1: Accelerate and Broaden Environmentally Sound Private Sector Growth															
	Bilateral	9,625		9,625				0						6,562	6,738
	Field Spt													0	0
		9,625	0	9,625	0	0	0	0	0	0	0	0	0	6,562	6,738
SO 2: Consolidate Mongolia's Democratic Transition															
	Bilateral	2,000											2,000	600	1,400
	Field Spt														
		2,000	0	0	0	0	0	0	0	0	0	0	2,000	600	1,400
SPO 1: Child Survival															
	Bilateral	375		375										637	263
	Field Spt	0													
		375	0	375	0	0	0	0	0	0	0	0	0	637	263
SO 4:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		12,000	0	10,000	0	0	0	0	0	0	0	0	2,000	7,799	8,400
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		12,000	0	10,000	0	0	0	0	0	0	0	0	2,000	7,799	8,400

FY 2001 Request Agency Goal Totals	
Econ Growth	10,000
Democracy	2,000
HCD	0
PHN	0
Environment	0
Program ICASS	57
GCC (from all Goals)	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Mongolia
 Approp: ESF
 Scenario:

S.O. # , Title															
FY 2002 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2002
SO 1: Accelerate and Broaden Environmentally Sound Private Sector Growth															
	Bilateral	9,625		9,625				0						9,625	6,738
	Field Spt													0	0
		9,625	0	9,625	0	0	0	0	0	0	0	0	0	9,625	6,738
SO 2: Consolidate Mongolia's Democratic Transition															
	Bilateral	2,000											2,000	2,000	1,400
	Field Spt														
		2,000	0	0	0	0	0	0	0	0	0	0	2,000	2,000	1,400
SPO 1: Child Survival															
	Bilateral	375		375										263	375
	Field Spt	0													
		375	0	375	0	0	0	0	0	0	0	0	0	263	375
SO 4:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		12,000	0	10,000	0	0	0	0	0	0	0	0	2,000	11,888	8,513
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		12,000	0	10,000	0	0	0	0	0	0	0	0	2,000	11,888	8,513

FY 2002 Request Agency Goal Totals	
Econ Growth	10,000
Democracy	2,000
HCD	0
PHN	0
Environment	0
Program ICASS	63
GCC (from all Goals)	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000 Program/Country: Mongolia
 Approp: FSA
 Scenario:

S.O. # , Title															
FY 2000 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
SO 1: Accelerate and Broaden Environmentally Sound Private Sector Growth															
	Bilateral	3,790		3,790				0						5,653	2,653
	Field Spt	850		850											850
		4,640	0	4,640	0	0	0	0	0	0	0	0	0	5,653	3,503
SO 2: Consolidate Mongolia's Democratic Transition															
	Bilateral	700											700	1,008	490
	Field Spt	660											660		660
		1,360	0	0	0	0	0	0	0	0	0	0	1,360	1,008	1,150
SPO 1: Child Survival															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		4,490	0	3,790	0	0	0	0	0	0	0	0	700	6,661	3,143
Total Field Support		1,510	0	850	0	0	0	0	0	0	0	0	660	0	1,510
TOTAL PROGRAM		6,000	0	4,640	0	0	0	0	0	0	0	0	1,360	6,661	4,653

FY 2000 Request Agency Goal Totals	
Econ Growth	4,640
Democracy	1,360
HCD	0
PHN	0
Environment	0
Program ICASS	36
GCC (from all Goals)	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Mongolia

Approp: FSA

Scenario:

S.O. # , Title															
FY 2001 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2001
SO 1: Accelerate and Broaden Environmentally Sound Private Sector Growth															
	Bilateral	0		0				0						2,653	0
	Field Spt													850	0
		0	0	0	0	0	0	0	0	0	0	0	0	3,503	0
SO 2: Consolidate Mongolia's Democratic Transition															
	Bilateral	0											0	490	0
	Field Spt												0	660	0
		0	0	0	0	0	0	0	0	0	0	0	0	1,150	0
SPO 1: Child Survival															
	Bilateral	0													0
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	3,143	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	1,510	0
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	4,653	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Workforce Tables

Org: USAID/MONGOLIA End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2000 Estimate	SO 1	SO 2	SPO 1	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.4	0.3	0.1					0.8	0.1					0.1	0.2	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	2						2	2
Subtotal	0.4	0.3	0.1	0	0	0	0	0.8	2.1	0	0	0	0	0.1	2.2	3
Program Funded 1/																
U.S. Citizens	0.5	0.4	0.1					1							0	1
FSNs/TCNs	2	1.8	0.2					4							0	4
Subtotal	2.5	2.2	0.3	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	2.9	2.5	0.4	0	0	0	0	5.8	2.1	0	0	0	0	0.1	2.2	8
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	2.9	2.5	0.4	0	0	0	0	5.8	2.1	0	0	0	0	0.1	2.2	8

Workforce Tables

Org: USAID/MONGOLIA End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Target	SO 1	SO 2	SPO 1	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.4	0.3	0.1					0.8	0.1					0.1	0.2	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	2						2	2
Subtotal	0.4	0.3	0.1	0	0	0	0	0.8	2.1	0	0	0	0	0.1	2.2	3
Program Funded 1/																
U.S. Citizens	0.5	0.4	0.1					1							0	1
FSNs/TCNs	2	1.8	0.2					4							0	4
Subtotal	2.5	2.2	0.3	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	2.9	2.5	0.4	0	0	0	0	5.8	2.1	0	0	0	0	0.1	2.2	8
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	2.9	2.5	0.4	0	0	0	0	5.8	2.1	0	0	0	0	0.1	2.2	8

Workforce Tables

Org: USAID/MONGOLIA End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt.	Admin. Mgmt.	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target	SO 1	SO 2	SPO 1	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.4	0.3	0.1					0.8	0.1					0.1	0.2	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	2						2	2
Subtotal	0.4	0.3	0.1	0	0	0	0	0.8	2.1	0	0	0	0	0.1	2.2	3
Program Funded 1/																
U.S. Citizens	0.5	0.4	0.1					1							0	1
FSNs/TCNs	2	1.8	0.2					4							0	4
Subtotal	2.5	2.2	0.3	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	2.9	2.5	0.4	0	0	0	0	5.8	2.1	0	0	0	0	0.1	2.2	8
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	2.9	2.5	0.4	0	0	0	0	5.8	2.1	0	0	0	0	0.1	2.2	8

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: USAID/Mongolia

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02				
Project Dvpm Officer - 94				
Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Secretary - 05 & 07				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60				
General Dvpm. - 12*				
RUDO, UE-funded - 40				
Total	1	1	1	1

***GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: USAID/MONGOLIA		Overseas Mission Budgets								
Org. No: _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC	03/09/00	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0
11.8	FN PSC Salaries	19		19	22		22	24.2		24.2
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	19	0	19	22	0	22	24.2	0	24.2
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits	8.6		8.6	8.6		8.6	8.6		8.6
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits			0			0			0
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	0.4		0.4	0.5		0.5	4.1		4.1
12.1	Other FN PSC Benefits	2.1		2.1	2.1		2.1	2.1		2.1
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	11.1	0	11.1	11.2	0	11.2	14.8	0	14.8

OPERATING EXPENSES

Org. Title: USAID/MONGOLIA		Overseas Mission Budgets								
Org. No: _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC	03/09/00	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10		10	10		10	10		10
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0	5		5
21.0	Assignment to Washington Travel			0			0			0
21.0	Home Leave Travel			0	7		7			0
21.0	R & R Travel	3		3			0	3		3
21.0	Education Travel			0			0			0
21.0	Evacuation Travel			0			0			0
21.0	Retirement Travel			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	40		40	40		40	40		40
21.0	Site Visits - Mission Personnel	45		45	40		40	40		40
21.0	Conferences/Seminars/Meetings/Retreats	10		10	8		8	8		8
21.0	Assessment Travel			0			0			0
21.0	Impact Evaluation Travel			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0
21.0	Recruitment Travel			0			0			0
21.0	Other Operational Travel			0			0			0
	Subtotal OC 21.0	108	0	108	105	0	105	106	0	106
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0	18.6		18.6
22.0	Home Leave Freight			0	9		9			0
22.0	Retirement Freight			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	2		2	1.2		1.2	1.8		1.8

OPERATING EXPENSES

Org. Title: USAID/MONGOLIA		Overseas Mission Budgets								
Org. No: _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC	03/09/00	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Transportation/Freight for Res. Furniture/Equip.	0.3		0.3	0.3		0.3	0.3		0.3
	Subtotal OC 22.0	2.3	0	2.3	10.5	0	10.5	20.7	0	20.7
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0
23.2	Rental Payments to Others - Residences	10.5		10.5	10.5		10.5	10.5		10.5
	Subtotal OC 23.2	10.5	0	10.5	10.5	0	10.5	10.5	0	10.5
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0			0			0
23.3	Residential Utilities	1.4		1.4	1.4		1.4	1.4		1.4
23.3	Telephone Costs	20		20	22		22	20.4		20.4
23.3	ADP Software Leases			0			0			0
23.3	ADP Hardware Lease			0			0			0
23.3	Commercial Time Sharing			0			0			0
23.3	Postal Fees (Other than APO Mail)	0.2		0.2	0.2		0.2	0.2		0.2
23.3	Other Mail Service Costs			0			0			0
23.3	Courier Services	0.6		0.6	0.6		0.6	0.6		0.6
	Subtotal OC 23.3	22.2	0	22.2	24.2	0	24.2	22.6	0	22.6
24.0	Printing and Reproduction	0.6		0.6	0.6		0.6	0.6		0.6
	Subtotal OC 24.0	0.6	0	0.6	0.6	0	0.6	0.6	0	0.6
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0
25.1	Management & Professional Support Services			0			0			0
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0
25.2	Residential Security Guard Services			0			0			0
25.2	Official Residential Expenses			0			0			0
25.2	Representation Allowances	0.8		0.8	0.8		0.8	0.8		0.8
25.2	Non-Federal Audits			0			0			0

OPERATING EXPENSES

Org. Title: USAID/MONGOLIA		Overseas Mission Budgets								
Org. No: _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC	03/09/00	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts	9.4		9.4	9.6		9.6	9.8		9.8
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0
25.2	Other Miscellaneous Services	2		2	2		2	2		2
25.2	Staff training contracts	0.5		0.5	0.5		0.5	0.5		0.5
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	12.7	0	12.7	12.9	0	12.9	13.1	0	13.1
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	69.2		69.2	79.6		79.6	91.5		91.5
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	69.2	0	69.2	79.6	0	79.6	91.5	0	91.5
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.5		1.5	1.5		1.5	1.5		1.5
25.4	Residential Building Maintenance	5		5	5		5	5		5
	Subtotal OC 25.4	6.5	0	6.5	6.5	0	6.5	6.5	0	6.5
25.6	Medical Care									
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	1.5		1.5	1.5		1.5	1.5		1.5
25.7	Vehicle Repair and Maintenance	1.5		1.5	1.5		1.5	1.5		1.5
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0
	Subtotal OC 25.7	3	0	3	3	0	3	3	0	3
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

OPERATING EXPENSES

Org. Title: USAID/MONGOLIA			Overseas Mission Budgets								
Org. No: _____			FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		03/09/00	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials		13.5		13.5	13.5		13.5	13.5		13.5
	Subtotal OC 26.0		13.5	0	13.5	13.5	0	13.5	13.5	0	13.5
31.0	Equipment		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		3		3	3		3	3		3
31.0	Purchase of Office Furniture/Equip.		20		20	12.5		12.5	5		5
31.0	Purchase of Vehicles				0			0			0
31.0	Purchase of Printing/Graphics Equipment				0			0			0
31.0	ADP Hardware purchases		15		15	5		5	5		5
31.0	ADP Software purchases				0			0			0
	Subtotal OC 31.0		38	0	38	20.5	0	20.5	13	0	13
32.0	Lands and structures		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)				0			0			0
32.0	Purchase of fixed equipment for buildings				0			0			0
32.0	Building Renovations/Alterations - Office				0			0			0
32.0	Building Renovations/Alterations - Residential				0			0			0
	Subtotal OC 32.0		0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities				0			0			0
	Subtotal OC 42.0		0	0	0	0	0	0	0	0	0
TOTAL BUDGET			316.6	0	316.6	320	0	320	340	0	340

Additional Mandatory Information

Dollars Used for Local Currency Purchases

\$27.20

\$27.20

\$27.20

Exchange Rate Used in Computations

Tg1,077:\$1 _____

Tg1,077:\$1 _____

Tg1,077:\$1 _____

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0.4

0.5

4.1

Organization: USAID/MONGOLIA

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.4	1.6	2.0	0.5	6.2	6.7	4.1	6.2	10.3
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____

Controller Operations

USAID/Mongolia does not have a controller. The Mission receives financial support from USAID/Philippines. Hence, it is not required to submit MONGOLIA02R2B_CO.XLS.

INFORMATION ANNEX : ENVIRONMENTAL IMPACT

Component 1: In April 1999 the ANE Bureau Environmental Officer came to Mongolia to review the Mission portfolio. Environmental determinations to ensure compliance with 22 CFR 216 were completed for the following Mission's program elements: 1) ACDI/VOCA Farmer to Farmer Program; 2) Mercy Corps International Rural Civil Society Program; 3) Global technology Program; and 4) Barents Mongolian Privatization Program.

Under the existing ACDI/VOCA grant there is a FY 2000 subactivity involving the use of herbicides, which is currently under review by the ANE/BEO. The Mission will not provide any funding for ACDI until BEO approval for the subactivity is received. (In the event the BEO does not approve the subactivity, it will be deleted from the ACDI program before any additional funding is provided to the grantee.) Thus, FY 2000 activity funds will not have an adverse effect on the natural or physical environment.

Component 2: All Mission activities are in compliance with their respective IEEs.

INFORMATION ANNEX: UPDATED RESULTS FRAMEWORK

Mission Program Goal: A market-oriented and democratic society established in Mongolia.

Strategic Objective 1 (438-001-01): Accelerated and broadened environmentally sound private sector growth.

IR 1.1: Productive assets transferred to private ownership in a transparent manner.

IR 1.2: Increased efficiency of financial markets.

IR 1.3: Improved business environment.

IR 1.4: Improved management of natural resource base for long-term sustainable use.

Strategic Objective 2 (438-002-01): Consolidate Mongolia's democratic transition.

IR 2.1: Establish the foundation of an effective rural civil society.

IR 2.2: Improve the effectiveness of parliament, political parties and the judiciary.

USAID/Mongolia expects to report on the same indicators in next year's R4 as are reported upon in this year's R4.

A complete list of USAID/Mongolia's performance data tables is provided below. These tables are the product of a July 1999 report entitled: "Performance Monitoring Plan: A Report for USAID/Mongolia 1999-2003." The numbering system used in this document follows the Mission's new numbering system wherein the Economic Growth SO is referred to as SO 1 and the Democracy SO is referred to as SO 2. (At the time the Performance Monitoring Plan Democracy was referred to as SO 1 and Economic Growth was referred to as SO 2.)

1.1 Performance Data Table – SO 1

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Accelerated private sector growth.			
Indicator: Private sector growth rate (in constant prices).			
Unit of Measure: Percentage growth.	Year	Planned	Actual
Source: Mongolia State Statistical Office.	1999	15%	6%
Indicator/Description: The growth rate of the private sector measured in constant dollars.	2000	20%	
	2001	25%	
	2002	25%	
Comments: The actual figure for 1999 only takes into account private sector growth in the formal sector. Data on the size of the informal sector is just being established this year. Baseline information for 1999 indicates that the informal sector contributed \$112 million to the Mongolian economy in 1999, the equivalent of 3.4% of GDP. USAID will continue to undertake periodic surveys to measure informal sector growth in the future.			

1.2 Performance Data Table – SO 1

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Accelerated private sector growth.			
Indicator: Number of businesses with permits or licences in selected rural aimags disaggregated by gender of business owner. (Total/female)			
Unit of Measure: Number of businesses.	Year	Planned	Actual
Source: Mongolian State Statistical Office.	1999	N/A	462/75
Indicator/Description: The number of businesses entering the formal sector as indicated by the granting of permits to micro- and small enterprises and the granting of licenses to medium and large-scale businesses. Indicator data is reported cumulatively. Figures presented are total/women owned businesses ..	2000	550/95	
	2001	690/125	
	2002	750/150	
Comments: The 1999 figure represents a baseline measurement. Data for 1999-2002 covers Dundgobi and Ormnogobi aimags.			

1.1.1 Performance Data Table – SO 1 IR 1

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Productive assets transferred to private ownership in a transparent manner.			
Indicator: Number of most valued companies (MVCs) privatized by international tender.			
Unit of Measure: Cumulative number of MVCs.	Year	Planned	Actual
Source: Mongolian State Property Committee.	1999	3	0
Indicator/Description: Most valued companies are a subset of state-owned companies. An MVC is a company more than 50% owned by the state that has the scale and potential to interest a foreign strategic investor.	2000	8	
	2001	10	
	2002	10	
Comments:			

1.1.2 Performance Data Table – SO 1: IR 1

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Productive assets transferred to private ownership in a transparent manner.			
Indicator: Average percentage over minimum price for sale of non-MVCs compared to average price before introduction of new sealed bid auction format.			
Unit of Measure: Percent increase.	Year	Planned	Actual
Source: Mongolian State Property Committee.	Old 1999	N/A	0.2%
Indicator/Description: Before privatization minimum values are set (not less than 40% of the company's book value) to guarantee a certain revenue from the sale even in the absence of competition. The price at which the sale takes place is called the auction price. A sealed bid auction process, when working effectively, is expected to result in higher prices as willing bidders need to bid in anticipation of competition. The indicator measures the change in the differential between minimum and prices under the old system and between the minimum and prices under the new system initiated on April 21, 1999.	New 1999	20%	24.8%
	2000	15%	
	2001		
	2002		
Comments: The lower percentage for 2000 is a function of the assumption that less attractive companies will be sold off in 2000. It is unclear at this time whether USAID will be involved in the auctioning-off of smaller firms after 2000.			

1.2.1 Performance Data Table – SO 1: IR 2

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Increased Efficiency of financial markets.			
Indicator: Steps taken toward strengthening the banking sector.			
Unit of Measure: Number of steps.	Year	Planned	Actual
Source: Central Bank	1999	Steps 2&3	Steps 2&3
Indicator/Description: Steps to strengthen the sector include: 1) rehabilitation or liquidation (R or L) of the Agricultural Bank; 2) R or L of the Investment and Technical Innovation Bank; 3) R or L of the Reconstruction Bank.	2000	Step 1	
Comments:			

1.2.2 Performance Data Table – SO 1: IR 2

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Increased efficiency of financial markets.			
Indicator: Steps taken toward Mongolian capital market achieving international standards.			
Unit of Measure: Number of steps.	Year	Planned	Actual
Source: Parliament, Security Commission, and State Property Committee.	1999		
	2000		
Indicator/Description: Steps to strengthen the market include: 1) new security law passed; 2) security commission's capacity to enforce full disclosure of information and prohibition against insider trading strengthened; 3) Mongolian stock exchange is privatized; and 4) dealers/brokers form a self regulatory body. International Standards: Full information disclosure when shares are offered and insider trading is prohibited.			
Comments: Activity has not started.			

1.3.1 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.			
Indicator: Steps taken toward restructuring and commercializing the energy sector.			
Unit of Measure: Steps taken.	Year	Planned	Actual
Source: Ministry of Infrastructure Development, Parliament, and regulatory agencies.	1999	Steps 2-5	Steps 2-3
	2000	Steps 6-7	
Indicator/Description: Steps include: 1) agenda developed; 2) consensus of major stakeholders achieved; 3)energy law drafted; 4) energy law passed; 5) legal establishment of a regulatory agency; 6) unbundling of generation, transmission and distribution functions; and 7) regulatory agency commences operations.	2001		
	2002		
Comments: Step 1 was completed in 1998. At a later date additional steps beyond step 7 may be added.			

1.3.2 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.			
Indicator: Steps taken toward the development and implementation of an improved national pension plan (NPP).			
Unit of Measure: Steps taken.	Year	Planned	Actual
Source: State Social Insurance General Office and Parliament.	1999	Step 4	Step 4
	2000	Steps 5&6	
Indicator/Description: Steps include: 1) conceptualization of new NPP completed; 2) consensus of major stakeholders achieved; 3) legislation drafted; 4) pension legislation passed; 5) information and management system in place; 6) issuance of statements to individual participants in pension plan.	2001		
	2002		
Comments: Steps 1-3 were taken in 1998. The activity is likely to be completed in 2000.			

1.3.3 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.			
Indicator: First the number of entrepreneurs in selected rural aimags receiving market-based loans (disaggregated by gender) and second, the default rate. (Total loans/loans to females/default rate)			
Unit of Measure: Cumulative number of entrepreneurs by gender and the % default rate.	Year	Planned	Actual
	1999	N/A	N/A
Source: MCI on-lending credit agency.	2000	100/15/	
Indicator/Description: Market-based loans refers to an interest rate for loans that is based on: 1) the assumed cost of money; 2) the risk to the loaner; 3) the cost of administration; and 4) inflation rate.	2001	300/100/	
	2002	25%	
Comments: Activity has just started in calendar year 2000.		1100/220/	
		15%	

1.3.4 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.			
Indicator: Number of people in selected rural aimags listening to and/or reading current business news (disaggregated by gender).			
Unit of Measure: Number of people, disaggregated by gender.	Year	Planned	Actual
	1999	N/A	3,081/ 1,207
Source: MCI and partners.			
Indicator/Description: People reading Gobi Business Newspaper and listening to business news radio program (both developed by the GREGI team).	2000	21,000/ 7,500	
	2001	30,000/ 15,000	
Comments: The 1999 numbers are baseline numbers. The second number refers to females.	2002	60,000/ 30,000	
	2003	93,480/ 46.750	

1.3.5 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.			
Indicator: Number of superior male breeding goats.			
Unit of Measure: Number of goats.	Year	Planned	Actual
Source: ACDI/VOCA.	1999	300	300
Indicator/Description: These are pure Mongolian cashmere goats produced as a result of the Cashmere Breed Improvement program which will produce an improved quality of cashmere.	2000	1,155	
	2001	2,598	
	2002	2,598	
Comments:			

1.3.6 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.				
Objective ID: 438-001-01				
Approved: July 30, 1999			Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.				
Indicator: Number of soums in selected rural aimags in which privatized veterinary services continue to be provided.				
Unit of Measure: Number of soums.		Year	Planned	Actual
Source: ACDI/VOCA.		1999	17	20
Indicator/Description: Privatized veterinary services provided by those veterinarians who pay for their own licenses, procure their own drugs and equipment, provide services to herders, and charge a fee for service..		2000	15	
		2001	15	
		2002	15	
Comments: A drop from 17 to 15 soums where veterinary services continue to be offered is expected because of the difficulties entailed in establishing the services on a privatized basis. The goal of the privatized services will be to preserved in at least 15 of the original 20 soums. Without USAID assistance, a more radical drop in services would be expected.				

1.3.7 Performance Data Table – SO 1: IR 3

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved business environment.			
Indicator: Mongolian trade and investment linkages.			
Unit of Measure: Number of linkages.	Year	Planned	Actual
Source: Global Technology Network/ Mongolia	1999	5	3
Indicator/Description: Linkages are either: 1) direct purchase of U.S. products or services; 2) partnerships in bidding for tender in Mongolia; 3) agencies/dealerships of U.S. products and/or services; 4) equity investments and/or joint venture partnerships.	2000	5	
	2001	5	
	2002	5	
Comments:			

1.4.1 Performance Data Table – SO 1: IR 4

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved management of natural resource base for long-term sustainable use.			
Indicator: First, number of hectares under conservation tillage selected rural aimags, and second, productivity per hectare on land where conservation tillage is practiced.			
Unit of Measure: Number of hectares and tons per hectare.	Year	Planned	Actual
	1999	2,000 ha. 1.5 tons/ha.	1,000 ha. 0.5-0.6 tons/ha.
Source: ACDI/VOCA			
Indicator/Description: Conservation tillage means practices for managing the land in a manner that halts soils erosion or loss of fertility. Practices include: 1) no till; 2) minimum till; 3) chemical fallow; and 4) planting of alternative nitrogen fixing crop cover in fallow. This last practice can be used with either of the three other practices. The indicator measures hectares of land in Mongolia's wheat growing region that are planted and managed using one of these practices. The other part of the indicator measures the tons per hectare on the same land where the above conservation tillage practices are used.	2000	5,000 ha. 2.6 tons/ha.	
	2001	20,000 2.6 tons/ha.	
	2002	20,000 ha. 2.6 tons/ha.	
Comments:			

1.4.2 Performance Data Table – SO 1: IR 4

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved management of natural resource base for long-term sustainable use.			
Indicator: Steps taken toward reducing the number of livestock in selected rural aimags..			
Unit of Measure: Steps taken.	Year	Planned	Actual
Source: Mercy Corps and partners.	1999	None	None
Indicator/Description: Steps include: 1) reduction in the number of goats belonging to targeted herders; 2) herder education program implemented; 3) negotiations with local governors and government on incentives to size of goat and other livestock herds; 4) regulations implemented by local government; 5) reduction in the number of goats and other livestock in selected soums. Other steps to be defined at a later date.	2000	Steps 1&2	
	2001	Steps 3&4	
	2002	Step 5	
Comments:			

1.4.3 Performance Data Table – SO 1: IR 4

Objective Name: Accelerate and broaden environmentally sound private sector growth.			
Objective ID: 438-001-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improved management of natural resource base for long-term sustainable use.			
Indicator: Steps taken toward implementing an improved land use plan in Lake Hovsgol Park.			
Unit of Measure: Steps taken.	Year	Planned	Actual
Source: U.S Dept. of Interior.	1999	None	None
Indicator/Description: Steps include: 1) guidance for land use developed; 2) guidance approved by Ministry of Nature and Environment; 3) guidance implented for Lake Hovsgol Park.	2000	Steps 1,2&3	
	2001		
	2002		
Comments: 1999 was spent laying the ground work for the completion of the 3 steps above. The activity is scheduled to end in 2000.			

2.1 Performance Data Table – SO 2

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 30, 1999		Country/Organization: USAID/Mongolia	
Result Name: Mongolia's democratic transition consolidated.			
Indicator: Rural civil society organizations (RCSOs) perceptions of meaningful engagement with parliament and government.			
Unit of Measure: Scale of 1-5: 1=no responsiveness; 2=very limited response; 3=some two-way discussion; 4=substantive two-way interchange; 5=government seriously considers RCSOs in decision making.	Year	Planned	Actual
	1999	N/A	1.0
	2000	1.5	
	2001	2.5	
Source: Mercy Corps and partners in cooperation with RCSOs.	2002	3.0	
	2003	4.5	
Indicator/Description: RCSOs refer to organizations with which USAID is working, have a rural focus, significant rural membership and have attempted to engage parliament and government in advocacy on issues of significance to their members. Each RCSO will be asked only about their own experiences. See scale above.			
Comments:			

2.2 Performance Data Table – SO 2

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Mongolia's democratic transtition consolidated.			
Indicator: National elections (parliamentary and presidential) are fair and free and provide meaningful choice to voters.			
Unit of Measure: Yes/No	Year	Planned	Actual
Source: IRI and Mongolian central election commission.	1999	N/A	N/A
Indicator/Description: "Fair and free" is broadly understood terminology that incorporates key principles including political parties are free to participate without hinderance from the state; that no party makes unfair use of the state appartus and that parties provide meaningful choice to voters through offering clear issue-oriented policy platforms.	2000	YES	
	2001	YES	
	2002	N/A	
Comments: Mongolia has a parliamentary election scheduled for June 2000 and a presidential election scheduled for June 2001.			

2.1.1 Performance Data Table – SO 2: IR 1

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Establish the foundation of an effective rural civil society.			
Indicator: Number of aimags and soums that demonstrate improvement in the identification and implementation on joint local government/RCSO action plans.			
Unit of Measure: Number of aimags and soums.	Year	Planned	Actual
Source: Mercy Corps and partners.	1999	0 Aimags & 0 Soums	3 Aimags & 4 Soums
Indicator/Description: "Demonstrated improvement" is measured by the following steps taken: 1) meetings of interested local actors determine action plan; 2) public and stakeholder education in support of the plan; 3) an action plan decided by a process of consensus; 4) allocation of responsibilities to subcommittees for aspects of the plan; 5) implementation of the plans; and 6) usage of the facility or services envisioned in the plan.	2000	3 Aimags & 8 Soums	
	2001	4 Aimags & 16 Soums	
	2002	6 Aimags & 32 Soums	
	2003	6 Aimags & 45 Soums	
Comments:			

2.1.2 Performance Data Table – SO 2

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Establish the foundations for an effective rural civil society.			
Indicator: Number of rural civil society organizations (RSCOs) improving their record on the Advocacy Index at the national level.			
Unit of Measure: Number of RCSOs	Year	Planned	Actual
Source: Mercy Corps and Partners	1999	N/A	0
Indicator/Description: Components of the index include: 1) RCSO has proven track record of concern for rural communities/issues and has significant rural membership; 2) RCSO organization, capacity and accountability; 3) issue is timely; 4) collects information and input about the issue; 5) formulates a policy policy position; 6)obtains or allocates resources for advocacy; 7) coalition and network building to obtain cooperative efforts for joint action; 8) builds public opinion; 9) takes actions to influence policy or other aspects of the issue; and 10) follow up actions after a policy decision is made to foster implementation and or maintain public interest.	2000	4	
	2001	8	
	2002	10	
	2003	10	
Comments:			

2.2.1 Performance Data Table – SO 2: IR 2

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improve the effectiveness of Parliament, political parties, and the judiciary.			
Indicator: Number of public meetings organized by Parliament.			
Unit of Measure: Number of public meetings.	Year	Planned	Actual
Source: IRI	1999	N/A	1,085
Indicator/Description: "Public meetings" include public hearings, town meetings, press conferences and other gatherings organized by parliament in order to consult with the public, or with people with specific interests and/or expertize in particular legislation or issues. For a public meeting to be counted it must fulfill the following conditions: the meeting should be preceeded by clear and reasonable advance notice to the public or interested parties; members of the public must be given a reasonable opportunity at the meeting to raise questions, speak and respond; and the press must be invited.	2000	1,350	
	2001	1,600	
	2002	1,800	
Comments:			

2.2.2 Performance Data Table – SO 2 IR 1

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Improve the effectiveness of Parliament, political parties and the judiciary.			
Indicator: Political party internal democracy and effectiveness index.			
Unit of Measure: Average index score between 0 and 50.	Year	Planned	Actual
	1999	N/A	33
Source: IRI in cooperation with a panel.	2000	36	
Indicator/Description: The elements of the index's internal democracy component include: 1) elections to party office and selection of candidates for election regular and open; 2) local autonomy; 3) women's groups included; 4) other constituent groups included such as youth and elderly; 5) research/polling of members on a regular basis and on significant issues. The elements of the index's effectiveness component include: 1) message development; 2) structure and by-laws developed , clear and followed; 3) fund raising amounts and number of donors; 4) party platform relevance, issue orientation and clarity; and 5) membership.	2001	38.5	
	2002	41	
Comments: Individual scores for 1999 are as follows: MPRP: 35; MNDP 32; and MSDP 32.			

2.2.3 Performance Data Table – SO 2: IR 2

Objective Name: Consolidate Mongolia's democratic transition.			
Objective ID: 438-002-01			
Approved: July 31, 1999		Country/Organization: USAID/Mongolia	
Result Name: Effectiveness of parliament, political parties and the judiciary improved.			
Indicator: Steps taken toward the establishment of an independent judiciary.			
Unit of Measure: Steps taken.	Year	Planned	Actual
Source: Information will be derived from interviews with those associated with the USAID reform initiative and with other judges and lawyers as well as by reference to relevant documents.	1999	Step 1	Step 1
	2000	Steps 2, 3 & 4	
	2001	To be developed	
	2002		
Indicator/Description: Steps include: 1) national conference on the independence of the judiciary; 2) strategic plan drawn up; 3) allocation of responsibilities to subcommittees; 4) action plans (including priorities) designed by subcommittees. Step 5 program results and related targets will be developed by Fall 2000.			
Comments:			

INFORMATION ANNEX: SUCCESS STORIES

In keeping with the request made in the R4 guidance, USAID/Mongolia is submitting the following success stories from the Gobi Regional Growth Initiative (GREGI). The Gobi program started in February 1999 and, beginning shortly after start up, not a week passed without hearing from citizens who had direct or indirect contact with the Gobi Initiative. Below are some examples.

- **Program Reach.** In December, Mr. Ochirsukh, a 1,000-head herder from Umnudelger soum in Hentii aimag, was interviewed about his thoughts on *Gobi Business News Radio* and GREGI's Market Watch program by Mongol Radio. The herder was emphatic and enthusiastically repeated that "this program is very important... this is critical for our lives... it doesn't matter that I live in Hentii and these prices are for the Gobi, it is crucial! We could use price information for rice, flour and other products too!" GREGI staff reported that this is the sort of success story that makes all of them at the Gobi Initiative realize that the hard work and long hours are making a difference.
- **Citizen Participation.** The degree to which national-level decision makers, aimag authorities, NGO leaders and citizens have found GREGI's participatory methodology, "Advanced Participation Methods" to be useful has been dramatic and unanticipated. Responding to the number of requests for using this methodology, coupled with the number of requests for training in it, has occupied much of GREGI's activities in Year One. As a result, a much larger pool of trained facilitators and co-facilitators now exists in Ulaanbaatar and in the Gobi than was originally planned. GREGI will use this pool of trained individuals as it extends its programs to other aimags and to the soum level in the initial Gobi Initiative aimags.
- **Business Skills Development.** GREGI business plan training materials and seminars have been well received in the Gobi aimags. Mr. Tsedensamba, the Governor of Umnugovi, attended one of GREGI's workshops and expressed his willingness to support GREGI's efforts. He exclaimed that GREGI training represented: "intellectual investment that is sustainable and which will have a great impact on the thinking of the people in rural areas." Ms. Otgonpurev, Director of the Gobi Gurvan Saikhan, a construction company in South Gobi, attended a GREGI workshop and had the following comments: "I learned important tools that I can use for planning my business. I used the information to expand my business. The management sections helped me to create job descriptions for my employees and to calculate a salary for them." Mr. Luvsan, Director of Arvis San said, "I never knew that management could be such an important part of my business. By improving **knowledge** in this area, I can now organize my employees' time in a more efficient way. How to identify and evaluate your competitors' strengths and weaknesses was a new topic for me."
- **Felt Crafts.** While Umnugovi is one of the primary tourist destinations in Mongolia, there has been very little integration of the tourist industry with the local economy nearly everything from foodstuffs to souvenirs is brought to the tourist camps from Ulaanbaatar.

So, GREGI decided to test whether it would be possible to change this situation. GREGI made arrangements with a tour operators to use space in their souvenir shop and then sponsored a felt craft training workshop for a group of underemployed women in Umnugovi. The women produced a variety of items to be displayed and sold in the camp shop. Within a few days nearly every piece was sold. After covering the cost of the training, the women nearly doubled their monthly income. Now they are exploring the possibility of creating a cooperative for their felt craft business.

- **Yarn Production** Typically, the yarn used in manufacturing cashmere and camel knitwear garments is produced by the large processors in Ulaanbaatar or imported from abroad. Little or no yarn produced in the countryside is used in commercial garment production. Following discussions with one of the cashmere garment producers in Ulaanbaatar, GREGI jointly organized a seminar in Umnugovi to explain some of the special demands of the international knitwear market, especially for hand-made products. The seminar was well attended and the interest was high. Next year's season will be the test, as this firm hopes to procure yarn from these producers.